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VILLAGE OF EDGERTON

STRATEGIC PLAN

APRIL 1989

Alberta
MUNICIPAL AFFAIRS
PLANNING BRANCH

1.0 INTRODUCTION

The Council and Administration of the Village of Edgerton has, with the assistance of the Planning Branch of Alberta Municipal Affairs, developed this strategic plan to serve as a general guide for policy and decision making. This is not a comprehensive guide to community growth and development.

A strategic plan analyzes internal and external factors that impact on a community's growth and development. It identifies strengths and weaknesses of a community and sets out a vision for the future.

PLANNING COMMITTEE

The Village of Edgerton Strategic Planning Committee believes that this document is an important guide to the future growth and development of the community.

2.0 PURPOSE

This plan has three purposes:

John Spornitz	Mayor
Marlene Colp	Councilor
Terry Herbert	Councilor
Larry Rodwell	Councilor
Mary Trefiak	Administrator
Bill Brown	Alberta Municipal Affairs

3.0 OVERVIEW

Before developing a "Vision Statement" council looked at national and global trends to determine how they might affect the growth and development of Edgerton over the next 5 years. In order for Edgerton to grow and develop it must adapt to these trends.

3.1 Economic Trends

3.1.1 Free trade - Council believes that for the next 5 years free trade will have a minimal effect on Edgerton's growth and development.

3.1.2 Oil prices - Council believes that low oil prices will have a negative impact on citizens who drive oil burner trucks. High oil prices will benefit these truckers.

3.1.3 Emergence of the Pacific Rim - Council believes that there may be an opportunity to bring in new investment from the Pacific Rim.



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1.0 INTRODUCTION

The Council and Administration of the Village of Edgerton has, with the assistance of the Planning Branch of Alberta Municipal Affairs, developed this strategic plan to serve as a general guide for policy and decision making. This is not a comprehensive guide to community growth and development.

A strategic plan analyzes internal and external factors that impact on a community's growth and development. It also identifies strengths and weaknesses of a community and examines opportunities as well as threats. Based on this information council developed a mission statement and a set of six supporting goals.

2.0 PURPOSE

This plan has three purposes.

- 2.1 To develop a mission statement for Edgerton.
- 2.2 To identify goals required to achieve the mission.
- 2.3 To outline a strategy that identifies actions, responsibilities, timelines, and budget considerations for the implementation of goals.

The reader will note that this plan contains no objectives. Council decided that since implementation of most of the goals in this plan depends on the implementation of other plans containing specific objectives (e.g. Community Futures Program and the Community Tourism Action Plan); including objectives at this level would be redundant.

3.0 OVERVIEW

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3.1 Economic Trends

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- 3.1.2 Oil prices - Council believes that low oil prices will have a negative impact on citizens who drive oil tanker trucks. High oil prices will benefit these truckers.
- 3.1.3 Emergence of the Pacific Rim - Council believes that there may be an opportunity to bring in new investment from the Pacific Rim.

3.2 Cultural/Social Trends

- 3.2.1 Tourism - With rapid growth forecast for the tourism industry; Council believes that Edgerton will receive some benefits.

3.3 Political

- 3.3.1 Federal - In the wake of the recent election, Council foresees a stable political environment over the next few years.

- 3.3.2 Provincial - In the wake of the recent election, Council foresees a stable political environment over the next few years.

3.4 Demographic (Population - Table 1)

- 3.4.1 Aging population (Table 2) - Statistical analysis shows that Edgerton's population is aging. Although the proportion of the population over 65 is higher than the provincial level it will likely remain below the level of Wainwright and Provost due to the lack of health care facilities.

- 3.4.2 Increase in dual income families - Council foresees a decrease in the number of volunteers as more women enter the job market.

- 3.4.3 Aging and health - As people get older they are likely to move to Wainwright because of the availability of health care facilities.

3.5 Technological

- 3.5.1 Telecommunications - Advances in telecommunications (e.g. computer modems and facsimile machines) will mean a greater variety of work venues and more potential for a greater variety of jobs in Edgerton.

- 3.5.2 New technology in agriculture - Agricultural research is producing new crop varieties and new farming techniques which will permit a diversification of the local agricultural economy.

- 3.5.3 Transportation - New transportation technology may make getting to and from Wainwright easier which may increase the number of people who live in Edgerton and work in Wainwright.

<u>Year</u>	<u>Population</u>	<u>Absolute Population Growth</u>	<u>Arithmetic Rate of Growth (Edgerton)</u>	<u>Arithmetic Rate of Growth (Alberta)</u>
1961	295	-	-	-
1966	345	50	17%	9%
1971	296	-49	-14%	11%
1976	324	28	9%	13%
1981	387	63	19%	22%
1986	400	13	3%	6%

Table 1 Village of Edgerton - Population 1961 - 1986

<u>Year</u>	<u>Population</u>	<u>Population Over 65</u>	<u>Percent of Population Over 65 (Edgerton)</u>	<u>Percent of Population Over 65 (Alberta)</u>
1961	295	-	-	7.0
1966	345	33	9.6	7.1
1971	296	35	11.8	7.3
1976	324	45	13.9	7.5
1981	387	55	14.2	7.3
1986	400	65	16.3	8.1

Table 2 - Population 65 and Over

3.6 Government Policy

- 3.6.1 Decentralization - Council foresees more centralization of government agencies due to government cutbacks.
- 3.6.2 Fewer grants - Due to pressures at both the federal and provincial level to reduce deficits, the council believes that there will be fewer grants in the future.

3.7 Other

- 3.7.1 Climate - Council believes that the climate is changing but the impacts over the next 5 years may not be significant.

4.0 MISSION STATEMENT

It is the mission of the Village of Edgerton to provide a better place to live and a future with potential. Therefore, all sectors of the community will be actively promoted with a view of maintaining a strong agricultural base, increasing our tourism capability and promoting a renewed economic base.

5.0 INTERNAL/EXTERNAL REVIEW

Following the review of trends, council examined community and regional strengths and weaknesses. In its decision making council should build on the strengths and correct the weaknesses.

5.1 Community Strengths

- 5.1.1 High quality drinking water.
- 5.1.2 Buffered from economic cycles.
- 5.1.3 Edgerton is served by Canadian National's mainline.
- 5.1.4 Good road access.
- 5.1.5 Positive outlook of people.
- 5.1.6 High school.
- 5.1.7. Many middle aged business owners.
- 5.1.8 High rate of participation in recreation.
- 5.1.9 Active community organizations (e.g. Elks, Legion).

5.2 Community Weaknesses

- 5.2.1 Lack of communication and cooperation among community organizations.
- 5.2.2 Some of the communities most active citizens are suffering from burn-out.

5.2.3 There are no health care facilities.

5.2.4 There are few job opportunities.

5.3 Regional Strengths

5.3.1 Scenery.

5.3.2 Abundant wildlife (e.g. mule deer and white-tail deer)

5.3.3 Golf course.

5.3.4 Community futures program.

5.4 Regional Weaknesses

5.4.1 Incomplete Regional Cooperation.

6.0 THREATS AND OPPORTUNITIES

Following an analysis of strengths and weaknesses council examined threats to and opportunities for Edgerton. Council's decisions should exploit the opportunities and deal with the threats as much as possible.

6.1 Threats

6.1.1 Closure of the Grain Elevator.

6.1.2 Inability to market local commodities.

6.1.3 Closure of high school.

6.1.4 Closure of post office.

6.1.5 No one will run in the next municipal election.

6.1.6 Lack of local job market to keep younger population and to import new people.

6.2 Opportunities

6.2.1 Tourism and recreation.

6.2.2 Numerous planning opportunities (e.g. Community Tourism Action Plan).

6.2.3 More progressive move towards regional cooperation (e.g. Community Futures Program)

7.0 GOALS AND ACTION PLAN

Council has identified trends that may impact on its future, formulated a mission statement, reviewed both community and regional strengths and weaknesses, and identified community threats and opportunities. Based on this information council has formulated the following goals and actions.

7.1 GOAL: TO INCREASE TOURISM

PROJECT (ACTION)	WHO IS RESPONSIBLE	TIME LINES	BUDGET CONSIDERATIONS
1) Implement Community Tourism Action Plan	Tourism action plan committee	As indicated in tourism action plan	\$5000.00 (1989)

7.2 GOAL: TO MAINTAIN AN ADEQUATE SUPPLY OF SERVICED LAND FOR RESIDENTIAL
COMMERCIAL AND INDUSTRIAL USES

PROJECT (ACTION)	WHO IS RESPONSIBLE	TIME LINES	BUDGET CONSIDERATIONS
1) An engineering consulting firm (Associated Engineering) has been hired to do an infrastructure study.	Associated Engineering	Report expected to be completed by the end of March	To be determined
2) Obtain information on grants available for infrastructure expansion	Mary Trefiak (Village Administrator)	A major six-year funding program for the development of safe and efficient transportation systems was announced by the Minister of Alberta Transportation and Utilities on February 13, 1989.	

7.3 GOAL: TO INCREASE THE ECONOMIC DIVERSITY OF EDGERTON

PROJECT (ACTION)	WHO IS RESPONSIBLE	TIME LINES	BUDGET CONSIDERATIONS
1) This goal can best be achieved through the Community Futures Program	Larry Rodwell (Councillor)	Application to be completed by the end of May.	Honorarium for council representative

7.4 GOAL: TO INCREASE THE PROMOTION OF EDGERTON

PROJECT (ACTION)	WHO IS RESPONSIBLE	TIME LINES	BUDGET CONSIDERATIONS
1) Implement the recommendations of the Community Tourism Action Plan.	Terry Herbert (Councillor)	Ongoing	\$3000.00 (1989)
2) Community Futures application.	Larry Rodwell (Councillor)	March	Same as 7.3(1)
3) Contact Chamber of regarding promotion	Terry Herbert (Councillor)	Ongoing	\$0.00

7.5 GOAL: TO INCREASE VILLAGE POPULATION

PROJECT (ACTION)	WHO IS RESPONSIBLE	TIME LINES	BUDGET CONSIDERATIONS
1) Community Futures application	Larry Rodwell (Councillor)	May	Same as 7.3(1)
2) Community Futures Background Studies	Larry Rodwell (Councillor)	Within 2 years	Same as 7.3(1)

7.6 GOAL: TO INCREASE REGIONAL COOPERATION

PROJECT (ACTION)	WHO IS RESPONSIBLE	TIME LINES	BUDGET CONSIDERATIONS
1) Regional emergency communications network.	Larry Rodwell (Councillor)	February, 1989	\$5,000-\$10,000
2) Community Futures Application.	Larry Rodwell (Councillor)	March, 1989	Same as 7.3(1)
3) Community Tourism Action Plan	Terry Herbert (Councillor)	Ongoing	Same as 7.3(1)

8.0 CONCLUSION

Council intends that its goals and actions support the Mission Statement which is based on an analysis of internal and external factors.

In order to be effective as a guide to policy and decision making, this plan should be reviewed and updated prior to each annual meeting.

N.L.C. - B.N.C.



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